2005 ARMY ACQUISITION WORKFORCE CONFERENCE

UNITED STATES ARMY

EXCELLENCE

INNOVATION

DEDICATION

ACQUISITION CORPS

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Transforming the Organizations, Leaders & Workforce of Tomorrow

What is Change Leadership?

".... laws and institutions must go hand in hand with the progress of the human mind. As that becomes more developed, more enlightened, as new discoveries are made, new truths disclosed and manners and opinions change with the change of circumstances, institutions must advance also and keep pace with the times."

Thomas Jefferson, *The Writings of Thomas Jefferson, Memorial Edition*

Agenda

Purpose

Why

Change Management

Change Leadership

Cornerstones of Change Leadership

Facilitating Large-Scale Change Through Leadership Coaching

Homework Questions

Purpose

Make you aware that Change Leadership is:

➢ leading beyond change management (next generation of leading).

➢ requiring participation by all stakeholders in the emergent design and execution.

➢ guiding and directing organizations using a clear and directed vision by:

   ➢ creating integrated transformational change strategy.

   ➢ transforming the mindsets, and

   ➢ understanding the process dynamics

➢ communicating the Strategy and Implementation Plan to all stakeholders.

➢ ensuring change leadership coaching throughout the transformation.

Why

➢ **The Army is transforming and the AAC must transform as well.**

➢ **You must be recognized as the change leaders in your Area of Responsibility (AOR) – Divisions/Sections.**

➢ **As change leaders, you must constantly communicate the overall vision, strategies and initiatives to other change leaders, employees and stakeholders.**

Change Management

➢ **Driving Blind**
- **Uncertain**
- **Unpredictable**

➢ **Challenges**
- **Human issue**
- **Process of change issue**

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Change Leadership

➢ **Understanding the MILDEP's Intent**

- **AAC Transform IAW CSA's guidance – Transformation Road Map 2003**
  - **Develop DTLOM-PF solutions**
  - **Outcomes of AAC transformation will be a well-developed core capability**
  - **Develop flexible acquisition officers and civilian leaders, diverse, well-rounded, prepared to lead.**
  - **AAC workforce that are experts, relevant, and ready to support the acquisition mission**

➢ **Achieving our Strategic Goal – align and horizontally integrate AAC with the Army Transformation Campaign Plan.**

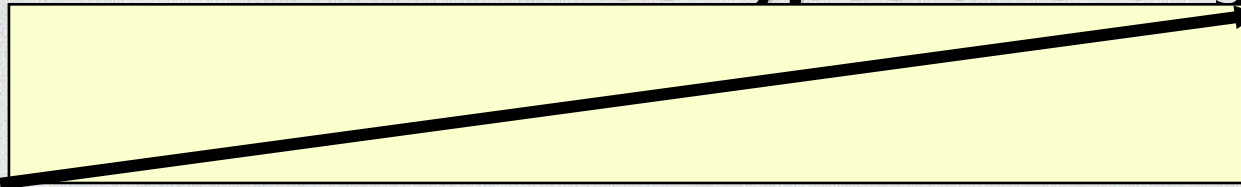**Transforming the Organizations, Leaders & Workforce of Tomorrow**

Change Leadership Cont.

➢ **Guiding and Directing an Organization using a   Clear and Directed Vision**

➢ **Understanding the Requirement of Transformation**

- **Moving Beyond Change Management to Conscious Change Leadership**

- **Including the Organizational and Cultural/human Criteria**

- **Communicating Why a Change is Needed and the Benefits for the Organization.**

➢ **Knowing the Three Types of Change**

- **Developmental, Transitional and Transformation**

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Change Leadership Cont.

Three Types of Change

Developmental Change

| Old State | Transition State | New State |

Transitional Change

Success Plateau

Re-Emergence Through Visioning And Learning

Growth

Wake-up Calls

Chaos

Birth **Transformational Change** Death – Mindset Forced to shift

Beyond Change Management **Linda and Dean Anderson**

Cornerstones of Change Leadership

- ➢ **Building an Integrated Change Strategy**
- ➢ **Transforming Leader and Employee Mindsets**
- ➢ **Understanding the Process Dynamics**

Cornerstones of Change Leadership Cont.

- **Building an Integrated Change Strategy**
  - **Developing a Change Strategy**
    - **Identifies need initiatives**
    - **ID and allows participation by all stakeholders**
    - **Clarifies change infrastructures and leadership roles**
    - **Creates new strategies and conditions**
    - **Sets a realistic pace for the change**
    - **Positions the effort with priorities**

Cornerstones of Change Leadership Cont.

- ➤ **Building an Integrated Change Strategy Cont.**
  - **Recognizing the Three Components of Strategy Cont.**
    - Content (new direction, systems, products and technologies)
    - People (overcome resistance, increased communications, and continuous training)
      - Exterior level vs. interior level
    - Process (accomplish organization results while meeting people and cultural requirements)
      - Not focused mainly on implementation plan

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Cornerstones of Change Leadership Cont.

- ➢ **Transforming Leader and Employee Mindsets**
  - **Beginning With Leaders and Becomes Contagious**
  - **Shifting Mindsets by all Stakeholders**
  - **Using Mindset to Set the Tone**
    - – **Primary causal factor of behavior, decisions and results**
    - – **Begins with senior change leaders**
      - **Dynamics they see**
      - **Internal reaction to those dynamics**
      - **Leadership style adopted**

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Cornerstones of Change Leadership Cont.

➤ **Transforming Leader and Employee**

Comparison of the Industrial and Emerging Mindsets

Industrial Mindset   vs.   Emerging Mindset ➤

"Reality as a Great Machine" "Reality as a Living System"

Current State	Future State
Separate Parts	Wholeness / Relationship
Power and Control	Co-create and participate
Certainty / Predictability	Uncertainty / Probability
Objective / Knowable	Subjective / Mysterious
Order into Chaos	Order out of Chaos

OD Practitioner, Vol 33, No 3, 2001

Cornerstones of Change Leadership Cont.

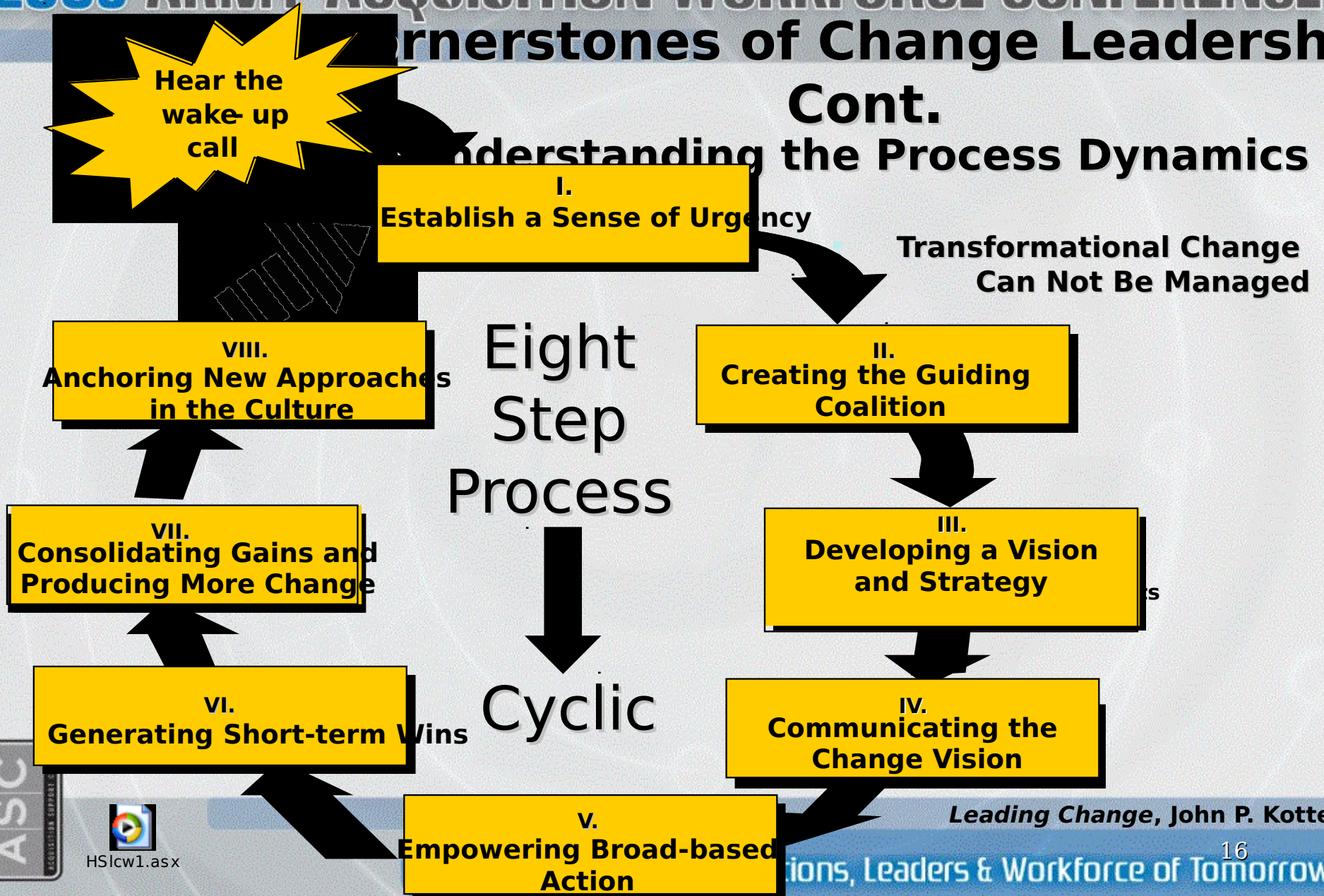➤ **Transforming Leader and Employee Mindsets Cont.**

- **Knowing the Two Different Approaches**
  - **Reactive**
    - **industrial mindset – autopilot, how always executed, unconscious (focus is change management)**
  - **Conscious**
    - **awake at the wheel**
    - **proactively engaged**
    - **develop additional change leaders through feedback, coaching, training**
- **Addressing the Cultural Imperatives for Change**

Cornerstones of Change Leadership Cont.
Understanding the Process Dynamics

Hear the wake-up call

Transformational Change Can Not Be Managed

Eight Step Process

Cyclic

**I.
Establish a Sense of Urgency**

**II.
Creating the Guiding Coalition**

**III.
Developing a Vision and Strategy**

**IV.
Communicating the Change Vision**

**V.
Empowering Broad-based Action**

**VI.
Generating Short-term Wins**

**VII.
Consolidating Gains and Producing More Change**

**VIII.
Anchoring New Approaches in the Culture**

Leading Change, John P. Kotter

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Leaders & Workforce of Tomorrow

Cornerstones of Change Leadership Cont.

➢ **Understanding the Process Dynamics Cont.**

- • **The Process and the Outcome are Emergent**
  - – **Process (organizational and people in flux)**
  - – **Outcome (begins without knowing where headed)**
- • **Major Theme of Transformation**
  - – **Learning and Course Correcting**
  - – **Unraveling Cultural Norms**
  - – **Creating Critical Mass of Organization**

Cornerstones of Change Leadership Cont.

- ➢ **Creating Critical Mass – Rapid Improvement Events (Example)**
  - **ROLE   Number of Events/Year**

  - **Secretary of The Army (SA)   Annually**
  - **ASA   Semi-annually**
  - **MILDEP   Semi-annually**
  - **DDACM/ASC Deputy   Quarterly**
  - **Div Chiefs   Quarterly**
  - **Change Leadership Teams/Lead   Monthly**
  - **Change Cell   Monthly**
  - **Workforce member   Annually**
  - **Stakeholders As needed**

Determine True North

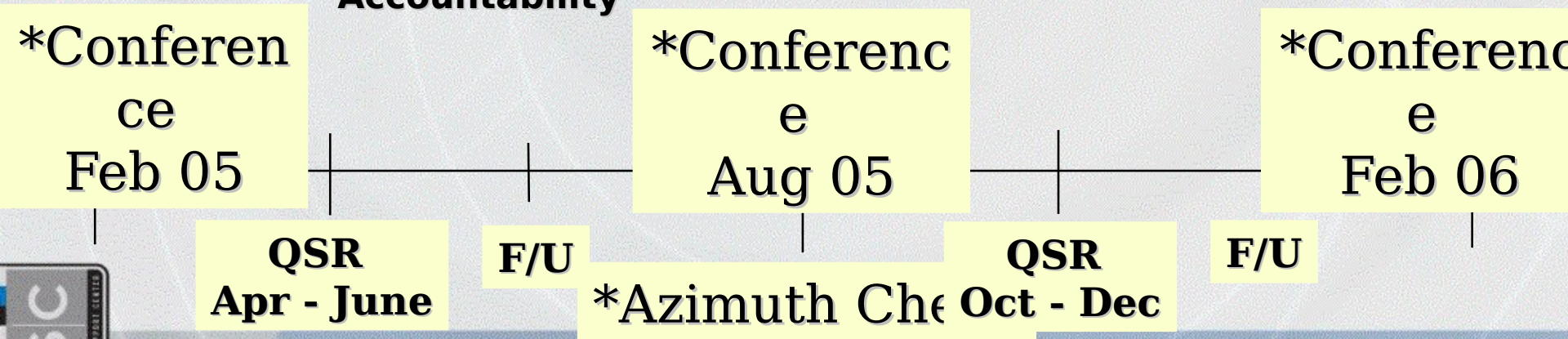Transforming the Organizations, Leaders & Workforce of Tomorrow

Cornerstones of Change Leadership Cont.

➢ **Creating Critical Mass (Example)**

- **Rapid Improvement Events**
  - **Clear and simple structure – Guiding Coalition**
  - **Process (TCP) with bite- size Initiatives**
  - **Measurable goals**
  - **Accountability**

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*Conference Aug 05

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QSR Oct - Dec

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Facilitating Large-Scale Change Through Leadership Coaching

> ➢ **The Link Between Coaching and Change**

- **Enables Confidence and Promotes Knowledge**
  - – **People equipped with tools, knowledge and opportunities**
- **Enables an Organized Approach**
- **Provides an Entry Point for Reflection**
- **Provides for Human Contact**

Facilitating Large-Scale Change Through Leadership Coaching Cont.

- Characteristics of Coaching Concept.
  - Involves Everyone in Setting the Direction
  - Builds Momentum Through Early Wins
  - Inspires the Trust that Passionate and Committed Leadership Commands
  - Uses Failure as a Building Block

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Facilitating Large-Scale Change Through Leadership Coaching Cont.

➤ **Attributes of Coaches:**

- **Experienced and Respected in His/Her Field**

- **Committed to Organizational Strategic Goals**

- **Established Networks and Willing to Share**

- **Determined to Exchange Ideals and Experiences**

Homework Questions

Results of Change – Part I and II, "The Ten Questions That Catalyze Great Change

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Homework Article – Results From Change

True or False

1. **The definition and measurement of success for change must include both business and cultural/human criteria.**

   T - A good Change Leader's primary job is to catalyze insight and clear thinking in their employees so they are able to lead their organization's change efforts with greater skill and competency. In both terms, it reveals existing mindset about what is important to business success while dealing with cultural issues.

Homework Article – Results From Change

True or False

2. **Executives/Senior Change Leaders will benefit from both observing and then trying to articulate the degree of commitment, excitement, and readiness for change existing within both management and the workforce.**

   T - This is a great way for Change Leaders to to engage other Change Leaders and employees in thinking about the human element in change. It's a great way to wake up the organization to the need to change, especially if people consider the company to be successful already.

Homework Article – Results From Change

True or False

Executives/Senior Change Leaders frequently miss the need for changes in culture, leadership mindset and style, working relationships, and new behaviors, which are less tangible yet equally essential to success.

T - New organizational directions always trigger a range of change initiatives. Executives and Change Leaders typically identify the tangible organizational initiatives, such as re-structuring, reengineering business processes, altering systems, or implementing new technology and sometimes miss the need for changes in culture, mindset, working relationships, and new behaviors.

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Homework Article – Results From Change

True or False

4. **Once communicated required outcomes for the change are clear, the creation of an enterprise-wide change strategy to deliver them is not an important task for the Change Leaders.**

F – Executives and Change Leaders must ensure the change strategy incorporates realistic infrastructures, resources, communications, and timing for accomplishing the full scope of the changes. The change strategy must be formulated and communicated in a way that people can understand.

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Homework Article – Results From Change

True or False

6. **In transformational change, it is not really necessary to have a common change methodology for planning, designing, or making mid-course corrections.**

F - When multiple initiatives are happening, organizations having a commonly accepted change model can increase the organization's ability to plan and orchestrate its changes. For transformational change, a process model is required, because a static change framework or a project management toolkit will not suffice for the dynamic complexity and emotional roller coaster of transformation.

Homework Article – Results From Change

True or False

6. **It is important for Change Leaders to establish a system for requesting, securing, and responding to feedback on transformation efforts.**

T - Publicly communicating the change and rewarding Change Leaders is a high leverage opportunity for the leaders to "walk their talk" in terms of organizational performance, customer service, progress on the change, and any of the myriad human reactions that surface at inopportune times.

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Homework Article – Results From Change

True or False

7. **Change Leaders must take bold and innovative actions to demonstrate that a change in mindset, behavior and work practices is required only by stakeholders.**

   F - Personal change leads to organizational transformation and everyone, to include stakeholders, must change their mindset and work practices. There should be coaching, training, observation and feedback provided to everyone involved in the change.

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Summary

Change Management

Change Leadership

Cornerstones of Change Leadership

Communicating the Strategy and Implementation Plan

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